

25 April 1978

MEMORANDUM FOR: See Distribution

FROM : John Hicks and [redacted]
SUBJECT : How We Are Going About Our Assignment
REFERENCE : Memorandum from Dr. Sayre Stevens to NFAC
Personnel, Subj: Quality of Intelligence
Analysis, dtd 21 April 1978

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STAT 1. [redacted] and I realize that there is interest, concern, and curiosity about what he and I are going to be doing and how we are going to go about it. So, we are sending this letter to each of you NFAC office heads and inviting you to share it with all others in your office who are interested, concerned, and curious.

STAT 2. Mr. Bowie's charge to us is to develop and recommend a long-range program for gaining improved capabilities for analysis and production of intelligence. [redacted] and I are not responsible for the related on-going actions and projects which have been and are being initiated by Mr. Bowie, Sayre Stevens, [redacted] and others. But, [redacted] and I are interested in those actions and projects in terms of how they will and should fit into the total program and capability. In other words, we are expected to propose, not to dispose.

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3. We are faced with an immediate task--to prepare a report by this summer for Mr. Bowie and the DCI on the state of NFAC's intelligence production and analysis capabilities. This report will include an inventory of the background and skills of NFAC professionals. We will soon be asking for your assistance in preparing it.

4. The inventory report will serve us as a point of departure. Next we will develop a plan for and proceed to building the long range program. We anticipate that our efforts will take a couple of years. We shall recommend specific ideas for actions and projects as we progress, and as such ideas merit immediate consideration.

5. From the beginning of and throughout our efforts, [] and I will be talking with as many of you as want to participate and contribute. During May we plan to meet with each NFAC office head and all the NIOs. From then on, and throughout our efforts we plan to exchange information, try out our ideas, and seek your ideas through seminars and other kinds of group and individual meetings with as many NFAC persons as are interested in doing so. We also plan to seek permission to visit selected Agency training courses, such as the Midcareer Executive Development Course, to explain our purposes and to obtain the ideas and views of those attending such courses.

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6. We encourage individuals to seek us out to make their views known to us. Our Headquarters room number is 7E62; our telephone number is [] We particularly encourage persons who may distrust, fear or disdain our efforts to call us to explain what and how we are doing and thinking. We want you to speak about us and our deeds from knowledge, not from ignorance.

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7. Please consider this to be but our first communication to all of you. We shall send you occasional progress reports.

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John Hicks

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SUBJECT: How We Are Going About Our Assignment

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21 April 1978

MEMORANDUM FOR: NFAC Personnel

FROM : Sayre Stevens
Deputy Director, National Foreign
Assessment Center

SUBJECT : Quality of Intelligence Analysis

1. The DCI has assigned to Mr. Bowie the responsibility for taking steps to insure that the quality of intelligence production and analysis is improved throughout the Community. Whether the quality of present production is good, fair or bad is not the issue. There is room for improvement and clearly intelligence production will be under continuous scrutiny, both from the Executive Department of the government and from the congressional oversight committees. To make certain that NFAC is responsive to the DCI's charge to Mr. Bowie, Mr. John Hicks, formerly Director of NPIC and [redacted] [redacted] formerly Chief, RES, have been assigned to work on this problem full-time. [redacted] will be in charge of implementing Mr. Bowie's Community responsibilities for improving the quality of analysis and making certain that NFAC's efforts on this matter are consistent with those of the Community.

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2. I view the term "improving the quality of production" in the broadest possible sense. It goes far beyond more language training or improved writing skills for NFAC analysts. To me it means a long-term and continuing effort to create a working environment in which the analytic career can flourish. As you know, I long have been concerned with attacking this problem within CIA, both in my present position and in my former position as DDI. I think that over the past year or so we have acquired a better understanding of the dimensions of the problem and even made some concrete progress. High goals need, however, more than periodic knee-jerk reactions. The problem needs full-time attention by persons not under day-to-day analytical or administrative pressures.

3. Both Mr. Hicks and [redacted] have had long careers in intelligence production. Neither comes to this assignment with any feeling that the answers are known. Mr. Bowie and I do not intend

that their assignment will lead to immediate changes in the way we do our business. We do expect, however, that their initiatives will point to the directions we should be going to make certain that analysis receives its proper priority within CIA, that the major substantive problems are properly identified and that NFAC analysts are recruited, trained, motivated and have the necessary support to carry out their responsibilities within an environment characterized by professionalism, concern, and appropriate leadership.



Sayre Stevens

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